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# THE INVISIBLE GOVERNMENT AND ADMINISTRATIVE EFFICIENCY<sup>1</sup>

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During the first few weeks after each gubernatorial election in New York State such remarks as the following are frequently heard: "We are expecting a good deal from the new governor. He has made a faithful and efficient officer heretofore; and we believe he will set things to rights at Albany if any man can do it." Such statements are made by those who believe that it is possible for the governor of New York State to perform the duty which the constitution imposes upon him and "take care that the laws are faithfully executed." They believe that the success of the administration in which he serves does in a large measure depend upon his willingness to do his duty and upon his ability as an administrative officer. The purpose of this paper is to show, as fully as the narrow limits assigned to it make possible, that this belief is wholly erroneous, and that the governor is chief executive only in the imagination of those who are not familiar with the tangled mass of civic relations which has its centre at Albany.

The mistaken notion of the position of the governor is based in some measure on a comparison of his functions and powers with those of the President of the United States. But the President is the only one, among the thousands of members of the federal administration, who is elective. He is in theory at least, and not seldom in fact, really master of the executive departments during

<sup>1</sup> Most of the detailed information on which are based the general statements in this paper is to be found fully and officially set forth in two volumes on *The Constitution and Government of the State of New York*, prepared by the Bureau of Municipal Research of New York City for the constitutional convention held in New York State in 1915. The attention of the reader is particularly directed to one of these volumes, *An Appraisal*, from which, with the kind permission of the authors and publishers, are taken the charts numbered I, II, III, IV with their accompanying keys, appended to this paper. If this paper serves to bring that volume to the attention of a larger public than it has yet reached, a useful purpose will have been accomplished.

the four years for which he is elected. He appoints the ten secretaries or heads of departments which constitute his cabinet. These ten heads of departments, with his consent, appoint their immediate aids, or assistant secretaries. Within the ten departments over which these ten secretaries preside, are coördinated and organized all the executive activities of the entire federal system. Each department is divided into bureaus and divisions, each with its bureau chief or division chief. Any extravagance or mismanagement may be traced directly from the humblest clerk directly through the bureau chiefs and the department heads to the President himself. The President has the power to discipline or remove the offending or negligent official, and he is therefore responsible for all aspects of his administration. Moreover, the President is elected for a term which is long enough to make it possible for him to obtain some grasp of the problems of government before his term approaches its end.

In every one of these respects the position of the governor differs from that of the President, and in each item of difference lies an explanation of the fact that the state government is inefficient and extravagant, and the further fact that the governor cannot be justly held responsible for such inefficiency and extravagance. The governor is elected for a term of two years, the first of which is expended by most men in becoming familiar with the duties of the office. In the second the governor is approaching the end of his term and he must consider the fact that what he begins he may have to relinquish unfinished to his successor. He does not appoint any heads of departments or secretaries whose duty it is to advise him; he has no cabinet of aids. He is only one of a group of public officials elected to high political office at the same time. There is no organization of the work of the state into great departments. The work is distributed through a multitude of unorganized disjuncta of administration over which no one presides. The state administration may be compared to a corporation which spends more than forty millions of dollars on current expenses and employs fifteen thousand servants, but which has no head, no manager, no directing will *legally constituted* to preside over it. It *appears* to be a drifting, amorphous mass, as helpless as a field of seaweed in the ocean. It is desirable that emphasis be placed in the foregoing sentences on the words "legally constituted" and "appears"; for,

as a matter of fact, there is a strong directing will, though not legally constituted, which prevents the conduct of the affairs of the commonwealth from being altogether a matter of directionless drift. This extra-legal will is that of the Invisible Government to which Mr. Root (page viii) so eloquently referred in his now famous address before the state constitutional convention last summer.

In order to make the following discussion at all profitable it is necessary that as concrete a description as is possible be given of the sort of organization under which the affairs of New York State are neglected. But to describe it is as difficult as to describe a mob. It may be possible to give the number of persons concerned, and the duties expected of them; but an orderly description cannot be made of that in which no order exists.

The extent of the state's service may be indicated by the fact that it employs, more or less permanently, fifteen thousand persons who are listed by the civil service commission. These represent almost every possible occupation and are engaged in nearly every sort of task that modern civilization imposes. They are scientists, mechanics, laborers, educators, farmers, sweepers, accountants, road builders, architects. The relation of the governor to their activities may be suggested by the fact that they are distributed through more than 150 separate units of administration, which units are not grouped for administrative purposes. The number is not more definitely stated because different writers of authority estimate the number at various figures ranging up to as many as 170. The entire federal service is organized under ten departments, each department being internally organized into bureaus and divisions; the state service is not. The negative condition scarcely needs further emphasis.

With the governor are elected, generally from his party, a secretary of state, a comptroller, attorney-general, treasurer, and state engineer and surveyor. But these men are not heads of departments in the sense in which the federal secretaries are heads, for there are no departments in that sense. They are not aids to the governor for they are frequently out of sympathy with him even when they adhere to the party to which he belongs. Once, at least, not many years ago, the governor did not dare trust the attorney-general to undertake prosecutions which were necessary because he felt sure that the attorney-general would use the opportunity

for partisan purposes. The condition of a governor and a comptroller working at cross purposes is not exceptional. A governor opposed by his official legal adviser and by the principal financial agent of the state is helpless enough to impress the mind of the most casual observer. The governor is merely one of a number of miscellaneous state officers with the advantage of participation in a very limited way in legislation, and the disadvantage that he is not the head of any department. Several other state officers receive a higher salary than his; and many of those not in the permanent civil service hold office for a longer term than he does.<sup>2</sup>

It is true that the governor has in theory a large power of appointment.<sup>3</sup> To be more accurate, a large number of state officials are appointed by the governor with or without the coöperation of the senate. This power of appointment would seem to place at least initial control in his hands and thus make him in some degree responsible for the conduct of the work done by these appointees. But many if not most of such officers enjoy a term longer, some of them several times as long, as that of the governor. They are therefore in office when he comes on the scene and, remaining through his term, live after he has departed. Moreover, their removal is hedged about with so many difficulties<sup>4</sup> that it is practically impossible for anyone to control them except the power which can control the legislative<sup>5</sup> as well as the executive force. Such a power can abolish offices; such a power resides in the Invisible Government.

All this results in a chaos which it is difficult to comprehend, almost difficult to believe exists in a state inhabited by some of the ablest minds and strongest wills in this country, famous for its

<sup>2</sup> See appended Chart V.

<sup>3</sup> See appended Chart I. As is graphically shown by this chart, "there are at least sixteen different ways of appointing the heads of state departments, bureaus and offices, and members of commissions." For a list of these sixteen, see *An Appraisal*, pp. 36-37. See also Charts III and IV.

<sup>4</sup> See appended Chart II. "No argument is necessary to show that the system of removal from office has as much influence upon the efficiency of the personnel as the system of appointment." See also Charts III and IV.

<sup>5</sup> Professor H. J. Ford in his brilliant essay on *The Cause of Our Political Corruption* has shown that our wide separation of the legislative from the executive powers, based wholly in theory and not at all in experience, has resulted in giving to the Invisible Government an enormous power over both of these departments.

practical business sense. Some much more detailed illustration is necessary to establish even the credibility of such statements as have been made.

The public works of the state supply one of many possible illuminating illustrations. Affairs in this field which would logically fall into one department are managed, in so far as they are managed at all, by the following separate organs:

- Two legislative commissions;
- A department of buildings;
- A department of highways;
- A department of public works;
- A state engineer, who is elected;
- A state architect;
- Various trustees of public buildings;
- Various commissions on parks;
- And other organs.

At the head of "the department of public works" is a superintendent who is appointed by the governor and senate. The work of the department, in spite of its name, is limited to duties related to the canals; and even in this field some of the duties are assigned to the state engineer by statute. The duties of the state engineer are pretty definitely fixed and limited; he is not, as one might suppose from his title, the representative of the chief power in the state in matters of engineering. The state architect, who is appointed for a term which exceeds that of the governor, relieves the state engineer and surveyor, who is elective, of the duty of preparing drawings and specifications for all public buildings, except (note the indisposition to grant too general powers) for armories, school buildings and buildings under the jurisdiction of the trustees of public buildings. There is something esoteric and sacred about the building of armories which forbids that they be entrusted to a mere state architect. It is scarcely necessary to follow the devious trail through the assignment of public works and find out who has the privilege of supervising the building of a garage for the trustees of a public building, and whether the official is elected or appointed, and if the latter whether appointed by the governor or by the legislature. It would doubtless appear that a separate statute creates a commission whose duty it is to recommend to the governor the appointment of an official for six years; and that this official be removable by the governor on the address of both houses of the legislature. It is

manifest that, in this department at least, the tyranny which might result from centralized authority is carefully avoided.

When it is realized that in 1914 the state expended many millions of dollars in public works, the quotation of the following paragraph may seem justified even in this brief paper:

With 15 boards, commissioners, officers and departments engaged in handling various parts of the public works problem of the state and with certain of these executives responsible to the governor, others elected by the people, others appointed by special boards, others ex-officio, etc., it is impossible to formulate any sort of a constructive public works program which will coördinate all of the engineering and general public service activities of the state. Whatever may be adopted as a principle of control, whether executive or legislative, the present organization is chaotic, and the various parts are misfits. Engineering problems cannot be solved quickly, and can never be solved effectively without careful preliminary planning. The only coördinating factor now to be found in the state organization is in the state engineer as an individual, due to the fact that he, as an individual, has been placed on most of the boards and commissions having to do with special problems. Since the abolition of the highways commission, however, there is no organic provision for coöperation of any nature between the highways department and the general engineering department of the state. There is no organic provision for coöperation between the department of architecture and the state engineer's department, although such coöperation would unquestionably increase the efficiency of the engineering service of the state architect's department. There is no organic provision for coöperative working relation between the state engineer's department and the department of public buildings, or the trustees of public buildings, and quite inadequate provision for coördination of effort between the hydrographic and general surveying corps of the state engineer's department and the work of the conservation commission, particularly as this latter is concerned with the conservation of water power. It cannot be expected that either economical or efficient administration of the public works affairs will result where the heart of the public works organization of the state is wholly independent of every other organization engaged in related work. Best results can never be obtained until the services of the engineers of the state engineer's department are made available for use in every other department of the state government requiring engineering service. That such a coördination is not possible at the present time is an indictment of both the constitution and statute law of the state.<sup>6</sup>

To care for the public health,<sup>7</sup> which function would naturally be thought of as falling within the duties of one department, the

<sup>6</sup> *An Appraisal*, pp. 135-136. On the second of these pages will be found a list of highway commissioners, showing a clear change of policy nine times in sixteen years. Yet modern road building is not a matter of days and weeks.

<sup>7</sup> For a full account of the chaotic condition of the performance of this function see *An Appraisal*, pp. 158-167.

state also provides in devious ways. True there is a department of health, but in addition to this the department of agriculture is charged with protecting the public health through its chemists and inspectors of butter, and other foods; the department of labor is charged with safeguarding the state against diseases growing out of unhygienic factories or home conditions in which work is done; the state board of charities and other departments all share the work which should fall within the field of one well organized department of health. The governor, of course, has no relation to this important function, for the commissioner of health is appointed for a term of six years<sup>8</sup>—three times that of the governor. To remove an indifferent commissioner is under existing circumstances practically out of the question.<sup>9</sup>

These slightly detailed references to the disorganization of the means for the performance of two functions of the state have been given as illustrations. As has been stated above, it is impossible to describe chaos. In a system made up of 150 departments, boards, bureaus, institutions, commissions, and offices, which has originated through the legislature's adding one item after another every time it has been necessary to reward some faithful party worker, or remove some unpopular incumbent, it is manifest that duplications and inconsistencies must abound to such a degree that nothing short of the infinite could grasp and comprehend the details that result. By way of further illustration of overlapping authority, six commissions, forty boards, and four other departments exercise supervision over state institutions for defectives and other dependents. The names and titles, as has been shown, give no indication of the functions of departments or officers. The superintendent of public buildings is "the janitor of the state capitol"; other public buildings being under the supervision of other officials. There are two separate schools of forestry conducted without coördination. There are nine schools of agriculture under no common control. There are two schools of veterinary education competing against each other for appropriations and development.

It is manifest that the governor does not govern, that he cannot govern, however serious his intention to do so may be; that the

<sup>8</sup> See appended Chart V.

<sup>9</sup> See appended Charts II, III, IV.



constitution and statutes were drawn with the clear intent that he should not govern. Since the affairs are not under his control, who is responsible for them? The Invisible Government has twice been referred to above. What is meant by the Invisible Government? Unless something more definite may be said about it than that it is invisible, the reader may justly be skeptical about its existence, and may attribute responsibility for the anarchy which prevails in the government of New York to nothing more serious than the mismanagement which in some minds is always associated with self-government.

In contrast then to the condition of the official and legal side of the state government, let us turn our attention to the extra-legal and unofficial side of it. In doing so we are brought up sharply before a system in direct contrast to all that we have found in the legal organization. Here is leadership, here is a directing will, here is organization in such perfection that it is commonly spoken of as "the organization," "the machine," and these terms are descriptive. It is not elective, it takes no oath of office, it is unknown to the law or the constitution; yet its works are manifest in all parts of the government, its hand guides every public act. To the private citizen, it seems to stand silent, inscrutable, dominating, beside the monster it has created, directing each movement of its life.

But one must be concrete. In the state there are two highly developed political parties. In these parties there are no loose ends, no irresponsible agents, no scattered bureaus and commissions. From the head downward, authority is clearly defined, obedience is punctiliously exacted; the hierarchy is closely interlinked, complete, effective.

The purpose of each organization is to control the affairs of the state. At the head of each of these parties there has generally been a man of great intellectual power and imperious will. Picture an army as compact and obedient as a Prussian army corps; think of it determining to dominate 150 small bodies of amateur troops. Such is the relation between the public administration of the State of New York and the parties which alternately control the administration. The minor officials know where the seat of power is. They know perfectly well who placed them in office and who will keep them there. They observe the directions taken by the wires which lead to the real master. It is easy to picture the President

of the United States becoming the leader of his party and taking away the control of public affairs from the unofficial chieftains, since all public officials must look to him for their success, their very tenure of office. But the governor has no power over the 150 state departments. He is but a temporary visitor. The party leader is permanent, masterful, ready and able to reward or punish on the instant. Of course only the most superficial observer will suppose that many of the seemingly elective officials are really elected. The careful observer knows that the citizen who goes through the form of electing minor officials does not know, a week after the election, the name of the persons for whom he has voted; does not know even the functions of the offices filled by them. He will vote for a particular candidate for attorney-general just as readily as he will vote for him for comptroller, and no more so. If the names on the ballot were shifted about just before election, the average citizen would place his marks on the ballot just as if no shifting had occurred. The party selects all minor candidates who are, in theory, elected. This is no longer a matter of opinion; it has been proven to be a fact over and over again. Furthermore, only the superficial will claim that the governor appoints many of the minor officials. In theory, he does; in fact, the "Organization" selects them. In the first place it would be manifestly impossible for the governor to assess all these petty offices and candidates; in the second, he is himself generally nominated and placed in office by a party with which he is in harmony, and with which, it is reasonable to assume, he is going to "coöperate." He is but a member of a party at the head of which stands a powerful and willful leader who really determines the policies and practices of the administration for which the governor is too often in the public mind held accountable.

The question is frequently put, "If the governor is but a party man, and is willing to do so nearly what the boss wishes, what advantage can result from giving to him the power of appointment and removal? The party leader will control in the end in any event." The answer to this question lies in the fact that any man is a better servant when placed in a position of responsibility than when acting not as governor but as a private leader of a party. The administration of the public affairs of a state would be more efficient if the party leader were elected governor, than as it is when he is permitted to wield the power while another and weaker

man bears the responsibility. Reform must do one of two things: either it must arrange to give the man who has the power also the responsibility by making him governor and permitting him to appoint his subordinates; or it must give the man elected governor power to control public affairs through appointment and removal in order that the real responsibility may rest on his shoulders. The object of this paper is not to show that governors are good men handicapped by disorganization and that party leaders are bad men. Such is not the fact. The party leader is frequently as good a man as the governor in most elements that make for manhood. The purpose is to plead that responsibility and power be joined together and that the man holding both be set up at the head of our public administration and be given an opportunity to make good.

Such reorganization would start with reducing the 15,000 civil servants in the 150 departments to order by a systematic classification of functions, a grouping together of those which belong together, and placing each group under a department head. It would continue by placing this department head under the direction of the governor as his political aid, in order that the citizen may say to the governor, "such and such an abuse exists in this bureau of this department. We hold you responsible for its correction or for the removal of the department head who permits it." Even the permanent civil servants would then assume a different attitude toward efficiency.<sup>10</sup> Instead of looking to a party organization, the chief object of which is party success, for encouragement and support, they would look to a governor, whose future career depends upon securing efficient service, whose self-respect and whose every other higher instinct must prompt a demand for better work.

As a possible basis for organizing the government of New York

<sup>10</sup> The writer expressly disclaims any reflection against the honesty or industry of public servants. After many years of observation he is convinced that they are as efficient as are private persons or the servants of corporations in similar circumstances of confusion, disorganization, absence of responsibility, and general neglect. The average public servant works far more intelligently and faithfully than the average citizen votes. The citizen who is loudest in denunciation of public inefficiency is generally the most ignorant of his own public duties and the most neglectful of those with which he happens to have some slight acquaintance.

State the following list of ten administrative departments has been proposed <sup>11</sup>:

Department of State;  
Department of Justice;  
Department of Finance;  
Department of Education;  
Department of Commerce and Labor;  
Department of Corporate Control;  
Department of Agriculture;  
Department of Public Works <sup>12</sup>;  
Department of Charities and Corrections <sup>13</sup>;  
Department of Public Safety.

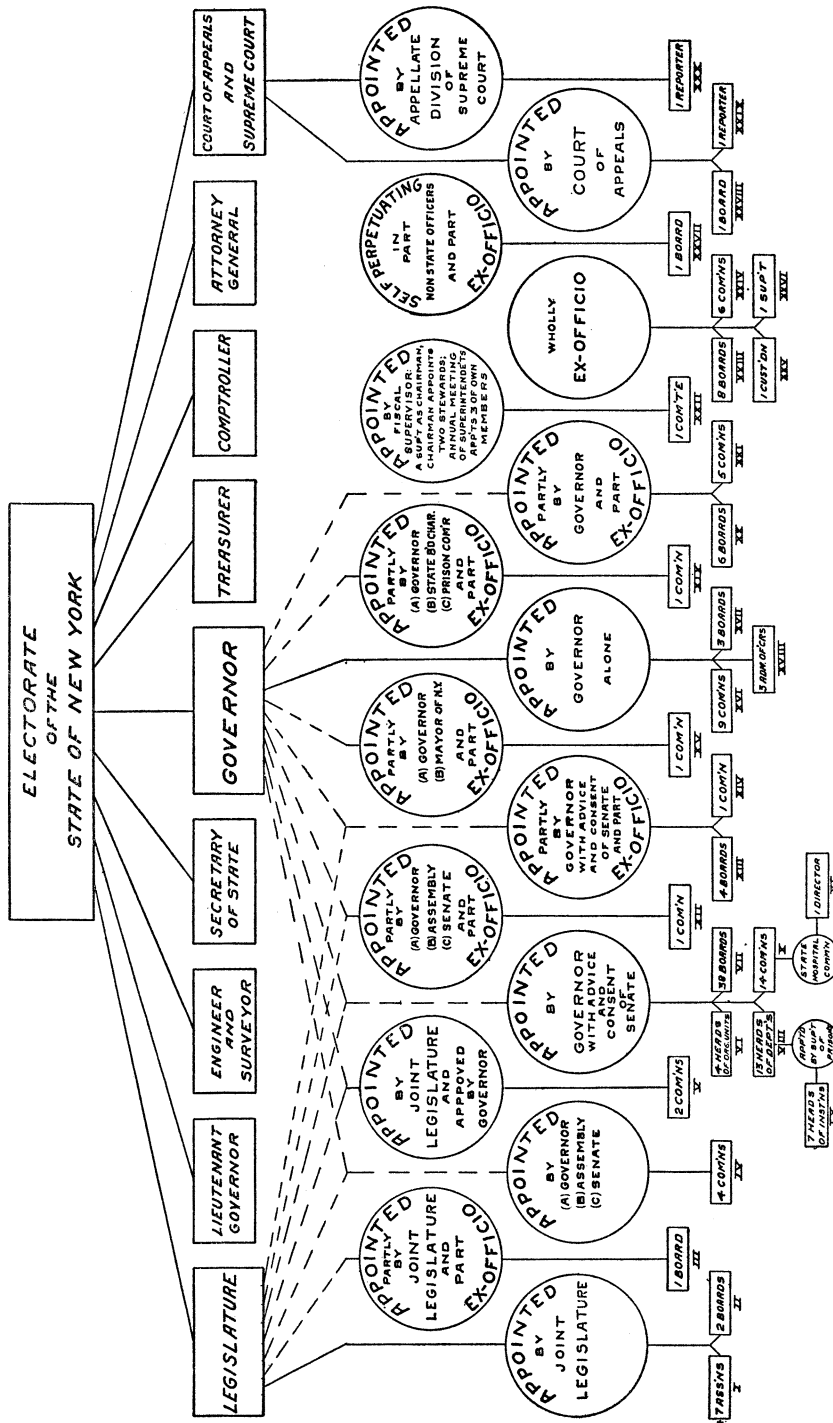
Whether the list contain ten or twelve departments is not vital. Whether precisely this classification be followed is not essential. What is important is that the many phases of the work of the state be organized into bureaus and divisions under a small enough number of departments to make them comprehensible; that these departments be placed under the direction of responsible heads; that these heads in order that they may be responsible be made appointive and removable by the governor without the interference of a log-rolling senate; and that the governor be given a term long enough to make it possible for him to formulate and execute policies in the public interest. Then would power and responsibility be united; then the Invisible Government would cease to be, for government would become apparent to the eye of any intelligent citizen. The officer whom we now hold responsible would then actually be responsible for the reins of power would be in his hands.

<sup>11</sup> By Professor Beard in his *American Government*, pp. 506-507, where he discusses with approval Mr. F. H. White's proposals which are to be found in *The Political Science Quarterly*, 1903, Vol. XVIII, p. 655.

<sup>12</sup> For a long list of the present irresponsible organs which would be placed in directed coöperation under this department see *An Appraisal*, pp. 129-139.

<sup>13</sup> *Supra*, pp. 145-158.

## CHART I



**APPTD. JOINT LEGISLATURE]**

- I.**—1—Am. Scenic and Hist. Preserv. Soc.  
2—New York State Hist. Asso.  
3—German-American Alliance  
4—Comm. Daughters Am. Rev. N. Y. State  
5—Mahewenawish Chapter D. A. R.  
6—Mt. McGregor Memorial Asso.  
7—Johnstown Hist. Soc.

Seven organizations are designated by joint legislature as custodians of historic sites. The personnel of the organizations is self-perpetuating.

- II.**—1—Bd. Statutory Consolidation  
2—Bd. Regents (Ed. Dept.)

**APPTD. PART JOINT LEGIS., P'T EX-OFF.**

- III.**—1—Bd. Trust. Inst. Study Malig. Dis.

**APPTD. GOV. ASSEMBLY SENATE**

- IV.**—1—Commn. Investigate Housing, Cities 2d Cl.  
2—N. Y. State Factory Investigat. Commn.  
3—Panama-Pacific Exp. Commn.  
4—Treaty Ghent Commn.

**APPTD. JOINT LEGIS., APRVD. BY GOV.**

- V.**—1—Curtis Monument Commn.  
2—Irish Brigades Monument Commn.

**APPTD. GOV. W. ADV. & CONS. SEN.**

- VI.**—1—State Supt. Elections  
2—State Supt. Wgts. and Meas.  
3—Fiscal Supervisor State Char.  
4—Militia (Maj. Gen.)

- VII.**—1—Bd. Claims  
2—Bd. Tax Commn.  
3—State Bd. Port Wardens  
4—Bd. Trust. State Agr. Exp. Sta. (Geneva)  
5—State Bd. Public Char.  
6—(Bd. Mgrs. Reform. (Elmira).  
7—Bd. Mgrs. East. N. Y. Reform. (Mapanoch)  
8—Bd. Mgrs. Agr. and Indust. Sch. (industry)  
9—Bd. Mgrs. West. Home Refuge Women (Albion)  
10—Bd. Mgrs. Reform., Women (Bedford)  
11—Bd. Mgrs. Training Sch. Girls (Hudson)  
12—Bd. Mgrs. Indust. Farm Colony (Green Haven)  
13—Bd. Mgrs. Train. Sch. Boys (Yorktown H'ghts)  
14—Bd. Mgrs. Reform., Misdemeanants  
15—Bd. Mgrs. Rome Cust. Asy.  
16—Bd. Mgrs. Cust. Asy. F'b'l'm'd Women (Newark)  
17—Bd. Mgrs. Letchworth Village (Thiells)  
18—Bd. Mgrs. inst. F'b'l'm'd Children  
19—Bd. Mgrs. Craig Colony Epileptics (Soneya)  
20—Bd. Mgrs. Hosp. Care Crippled Children  
21—Bd. Mgrs. School for Blind (Batavia)  
22—Bd. Mgrs. Hosp. Tr'm't'nt Incip. Tuberc. (Ray Brook)  
23—Bd. Mgrs. Women's Relief Corps Home (Oxford)  
24—Bd. Mgrs. Thomas Indian Sch. (Iroquois)  
25—Bd. Mgrs. Utica State Hosp.  
26—Bd. Mgrs. Willard State Hosp.  
27—Bd. Mgrs. Hudson River Hosp.  
28—Bd. Mgrs. Middletown State Homeo. Hosp.  
29—Bd. Mgrs. Buffalo State Hosp.  
30—Bd. Mgrs. Binghamton State Hosp.  
31—Bd. Mgrs. St. Lawrence State Hosp.  
32—Bd. Mgrs. Rochester State Hosp.  
33—Bd. Mgrs. Gowanda State Homeo. Hosp.  
34—Bd. Mgrs. Mohansie State Hosp.  
35—Bd. Mgrs. Long Island State Hosp.  
36—Bd. Mgrs. Kings Park State Hosp.  
37—Bd. Mgrs. Manhattan State Hosp.  
38—Bd. Trust. Washington Headq'trs (Newburgh)

- VIII.**—1—Dept. Efficiency and Economy  
2—Banking Dept.  
3—Insurance Dept.  
4—Dept. Excise  
5—State Dept. Health  
6—Health Officer Port N. Y.  
7—Dept. Labor  
8—Dept. State Fire Marshal  
9—Dept. Agriculture  
10—Prison Dept.  
11—Dept. Arch.  
12—Dept. Public Works  
13—Dept. Highways

- IX.**—1—Sing Sing Prison  
2—Auburn Prison  
3—Clinton Prison  
4—Great Meadow Prison  
5—State Farm. Women (Valatie)  
6—Dannemora State Hosp. Insane Conv.  
7—Matteawan State Hosp. Insane Crim.

- X.**—1—Saratoga Springs State Res. Commn.  
2—Fire Island State Park Commn.  
3—Watkins Glen Reservation Commn.  
4—Palisades Interstate Park Commn.  
5—Commn. Prom. Uniformity Legis. U. S.  
6—State Civil Service Commn.  
7—Pub. Serv. Commn. (1st Dist.)  
8—Pub. Serv. Commn. (2d Dist.)  
9—State Commn. Prisons  
10—Bronx Parkway Commn.  
11—Conservation Dept. (Commn.)  
12—Commn. State Reserv. (Niagara)  
13—Newton Battlefield Commn.  
14—State Hosp. Commn.

- XI.**—1—Dir. Psychiatric Inst.

**APPTD. P'T GOV. ASSEMB., SEN., P'T EX-OFF.**

- XII.**—1—Perry Victory Centennial Commn.

**APPTD. P'T GOV., ADV. CONS. SEN., P'T EX-OFF.**

- XIII.**—1—Bd. Trust. State Sch. Ag. (Morrisville)  
2—Bd. Cont. State Sch. Ag. Dom. Sc. (Delhi)  
3—Bd. Parole State Prisons  
4—Bd. Trust. Soldiers, Sailors Home (Bath)

- XIV.**—1—Workmen's Compensation Commn.

**APPTD. P'T GOV., MAYOR N. Y., P'T EX-OFF.**

- XV.**—1—N. Y. Bridge and Tunnel Commn.

**APPTD. GOV. ALONE**

- XVI.**—1—Commissioner to Index Session Laws  
2—Commn. Fed. Legis. Alien Insane  
3—Commn. Invest. Port Cond., N. Y. Harbor  
4—Voting Machine Commn.  
5—State Racing Commn.  
6—N. Y. State Athletic Commn.  
7—Commn. for Blind  
8—Commn. Invest. Prov. Mentally Def.  
9—Ketchum Memorial Commn.

- XVII.**—1—Bd. Embalming Examiners  
2—Bd. Exam. F'b'l'm'd, Crim., Other Def.  
3—Bd. Trust. Schuyler Mansion

- XVIII.**—1—Miscellaneous Reporter  
2—Harbor Masters  
3—Spec. Exam. and Apprais. Canal Lands

**APPTD. P'T GOV., STATE BD. CHAR., PRIS. COMMN., P'T EX-OFF.**

- XIX.**—1—State Probation Commn.

**APPTD. P'T GOV., P'T EX-OFFICIO**

- XX.**—1—Bd. Trust. State Sch. Agr. (L. I.)  
2—Bd. Trust. Coll. Forestry (Syracuse)  
3—Advis. Bd. Prom. Agr.  
4—Bd. Trust. Schoharie State Sch. Agr.  
5—Bd. Gov. State Nautical Sch.  
6—State Bd. Geographic Names  
**XXI.**—1—Const. Conv. Commn.  
2—Commn. Revise. Codify Tax Laws  
3—N. Y. State Fair Commn.  
4—N. Y. Mon. Commn. Gettysburg, Chatt. Antietam  
5—25th N. Y. Vol. Cav. Mon. Commn.

**APPTD. FISC. SUPVSR.: SUPT. AS CH'RM'N, CH'RM'N APPTS. 2 ST'W'DS: ANNUAL M'T'G SUPTS. APPTS. 3 OWN NO.**

- XXII.**—1—Joint Pur. Comm. Char. Inst.

**WHOLLY EX-OFFICIO**

- XXIII.**—1—Bd. Estimate  
2—State Printing Bd.  
3—State Bd. Canvassers  
4—State Bd. Equalization  
5—State Bd. Classification  
6—Bd. Retirement State Hosp. Emp.  
7—Canal Bd.  
8—Trust. Pub. Bldgs. (Bd.)  
**XXIV.**—1—Salary Class. Commn.  
2—Bldg. Improvement Commn.  
3—Commn. Sites, Grounds, Bldgs.  
4—Commissioners Canal Fund  
5—Commissioners Land Office  
6—Battleship New York Silver Serv. Commn.  
**XXV.**—1—Cust. Saratoga Monument  
**XXVI.**—1—Dept. Pub. Bldgs. (Supt.)

**SELF-PERPETUATING IN P'T (NON-STATE OFF.), P'T EX-OFF.**

- XXVII.**—1—Bd. Mgrs. Soc. Ref. Juv. Del. N. Y. (Randall's Is.)

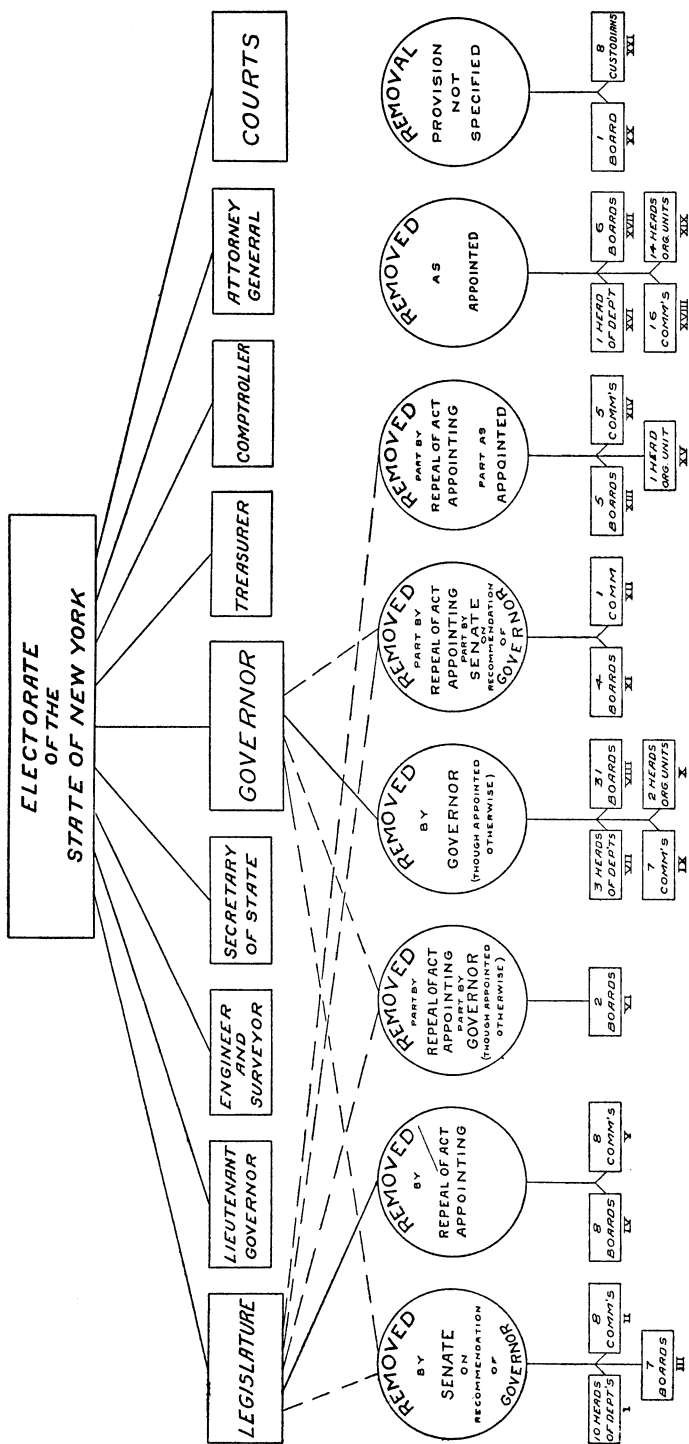
**APPOINTED BY COURT OF APPEALS**

- XXVIII.**—1—State Bd. Law Examiners  
**XXIX.**—1—State Reporter

**APPTD. APPELLATE DIV. SUPREME COURT**

- XXX.**—1—Supreme Court Reporter

CHART II



REMOVED SEN. RECOMMEND. GOV.

I

- 1—Dept. Efficiency and Economy
- 2—Banking Dept.
- 3—Insurance Dept.
- 4—Dept. Excise
- 5—State Dept. Health
- 6—Health Officer Port N. Y.
- 7—Dept. Labor
- 8—Dept. State Fire Marshal
- 9—Dept. Agriculture
- 10—Dept. Architecture

II

- 1—Saratoga Springs State Reserv. Commn.
- 2—Watkins Glen Reserv. Commn.
- 3—Palisades Inter-State Park Commn.
- 4—Commn. Prom. Uniformity Legis. U. S.
- 5—State Civil Service Commn.
- 6—Commn. State Reserv. (Niagara)
- 7—Newtown Battlefield Commn.
- 8—State Hospital Commn.

III

- 1—Bd. Claims
- 2—Bd. Tax Commn.
- 3—Bd. Mgrs. Reform. (Elmira)
- 4—Bd. Mgrs. East N. Y. Reform. (Napanoch)
- 5—Bd. Mgrs. Agr. and Indust. Sch. (Industry)
- 5—Bd. Mgrs. School for Blind (Batavia)
- 6—Bd. Trust. Washington's Hdqtrs. (Newburgh)
- 7—Bd. Trust. Coll. of Forestry (Syracuse)

REMOVED BY REPEAL OF ACT APPTD.

IV

- 1—Bd. Estimate
- 2—State Print. Bd.
- 3—State Bd. Canvassers
- 4—State Bd. Equalization
- 5—State Bd. Classification
- 6—Bd. Retirement State Hosp. Employees
- 7—Canal Bd.
- 8—Trustees Public Bldgs. (Bd.)

V

- 1—Curtis Monument Commn.
- 2—Irish Brigades Monument Commn.
- 3—Salary Classification Commn.
- 4—Building Improvement Commn.
- 5—Commn. Sites, Grounds, Bldg.
- 6—Commn. Canal Fund
- 7—Commn. Land Office
- 8—Battleship *New York* Silver Serv. Commn.

RMVD. P'T REPEAL ACT APPTD. P'T GOV. (THO. APPTD. OTHERWISE)

VI

- 1—Bd. Gov. State Nautical Sch.
- 2—Bd. Mgrs. Soc. Ref. Juv. Del. N.Y.C. (Randall's Is.)

REMOVED GOV. (THOUGH APPTD. OTHERWISE)

VII

- 1—Prison Dept.
- 2—Dept. Public Works
- 3—Dept. Highways

VIII

- 1—State Bd. Port Wardens
- 2—State Bd. Pub. Charities
- 3—Bd. Mgrs. West. Home Refuge Women (Albion)
- 4—Bd. Mgrs. Reform. Women (Bedford)
- 5—Bd. Mgrs. Train. Sch. Girls (Hudson)
- 6—Bd. Mgrs. Indust. Farm Colony (Green Haven)
- 7—Bd. Mgrs. Train. Sch. Boys (Yorktown H'ghts)
- 8—Bd. Mgrs. Reform. Misdemeanants
- 9—Bd. Mgrs. Rome Cust. Asy.
- 10—Bd. Mgrs. Cust. Asy. F'b'l'm'd. Women (Newark)
- 11—Bd. Mgrs. Letchworth Village (Thiells)
- 12—Bd. Mgrs. Syr. Inst. F'b'l'm'd. Children
- 13—Bd. Mgrs. Craig Colony Epileptics (Sonyea)
- 14—Bd. Mgrs. Hosp. Care Crippled Children
- 15—Bd. Mgrs. Hosp. Treatment Incip. Tuberc.
- 16—Bd. Mgrs. Women's Relief Corps Home (Oxford)
- 17—Bd. Mgrs. Thomas Indian Sch. (Iroquois)
- 18—Bd. Mgrs. Utica State Hosp.
- 19—Bd. Mgrs. Willard State Hosp.
- 20—Bd. Mgrs. Hudson River State Hosp.
- 21—Bd. Mgrs. Middletown State Homeo. Hosp.
- 22—Bd. Mgrs. Buffalo State Hosp.
- 23—Bd. Mgrs. Binghamton State Hosp.
- 24—Bd. Mgrs. St. Lawrence State Hosp.
- 25—Bd. Mgrs. Rochester State Hosp.
- 26—Bd. Mgrs. Gowanda State Homeo. Hosp.
- 27—Bd. Mgrs. Mohansic State Hosp.
- 28—Bd. Mgrs. Long Island State Hosp.
- 29—Bd. Mgrs. Kings Park State Hosp.
- 30—Bd. Mgrs. Manhattan State Hosp.
- 31—Bd. Mgrs. Central Islip State Hosp.

IX

- 1—Commn. Investigate Housing Cities 2d Cl.
- 2—Fire Island State Park Commn.
- 3—Public Service Commn. (1st Dist.)
- 4—Public Service Commn. (2d Dist.)
- 5—State Commn. Prisons
- 6—Conservation Dept. (Commn.)
- 7—Joint Pur. Comm. Char. Inst.

X

- 1—State Supt. Elections
- 2—Fiscal Supervisor State Charities

RMVD. P'T RPL. ACT APPTG. P'T SEN. REC. GOV.

XI

- 1—Bd. Trust. State Sch. Agr. (Morrisville)
- 2—Bd. Control State Sch. Agr. Dom. Sc. (Delhi)
- 3—Bd. Parole State Prisons
- 4—Bd. Trust. Soldiers and Sailors Home (Bath)

XII

- 1—N. Y. State Fair Commn.

REMOVED P'T REPEAL ACT APPTG. P'T AS APPTD.

XIII

- 1—Bd. Trust. Inst. Study Malignant Diseases
- 2—Bd. Trust. State Agr. Exp. Sta. (Geneva)
- 3—Advis. Bd. Promotion Agr.
- 4—Bd. Trust. Schoharie State Sch. Agr.
- 5—State Bd. Geographic Names

XIV

- 1—N. Y. State Factory Investigating Commn.
- 2—Perry Victory Centennial Commn.
- 3—N. Y. Monum't Comm. Gettysbg, Chatt., Antietam
- 4—N. Y. Bridge and Tunnel Commn.
- 5—State Probation Commn.

XV

- 1—Militia (Maj. Gen.)

REMOVED AS APPOINTED

XVI

- 1—Dept. Pub. Bldgs. (Supt.)

XVII

- 1—Bd. Statutory Consolidation
- 2—Bd. Embalming Examiners
- 3—Bd. Exam. Feebleminded, Criminal, other Def.
- 4—Bd. Trust. Schuyler Mansion
- 5—Bd. Trust. State Sch. Agr. (Long Island)
- 6—State Bd. Law Examiners

XVIII

- 1—Bronx Parkway Commn.
- 2—Workmen's Compensation Commn.
- 3—Commner. Index Session Laws
- 4—Commn. Fed. Legis. Alien Insane
- 5—Commn. Invest. Port Cond. N. Y. Harbor
- 6—Voting Machine Commn.
- 7—State Racing Commn.
- 8—N. Y. State Athletic Commn.
- 9—Commn. for Blind
- 10—Commn. Investigate Prov. Ment. Def.
- 11—Ketchum Memorial Commn.
- 12—Const. Conv. Commn.
- 13—Commn. Revise and Codify Tax Laws
- 14—25th N. Y. Vol. Cav. Mon. Commn.
- 15—Panama-Pacific Exp. Commn.
- 16—Treaty Ghent Commn.

XIX

- 1—Sing Sing Prison
- 2—Auburn Prison
- 3—Clinton Prison
- 4—Great Meadow Prison
- 5—State Farm, Women (Valatie)
- 6—Dannemora State Hosp. Insane Convicts
- 7—Matteawan State Hosp. Insane Criminals
- 8—Dir. Psychiatric Inst.
- 9—State Supt. Wgts. and Meas.
- 10—Miscellaneous Reporter
- 11—Harbor Masters
- 12—Spel. Examiner, Appraiser Canal Lands
- 13—State Reporter
- 14—Supreme Court Reporter

REMOVAL PROVISION NOT SPECIFIED

XX

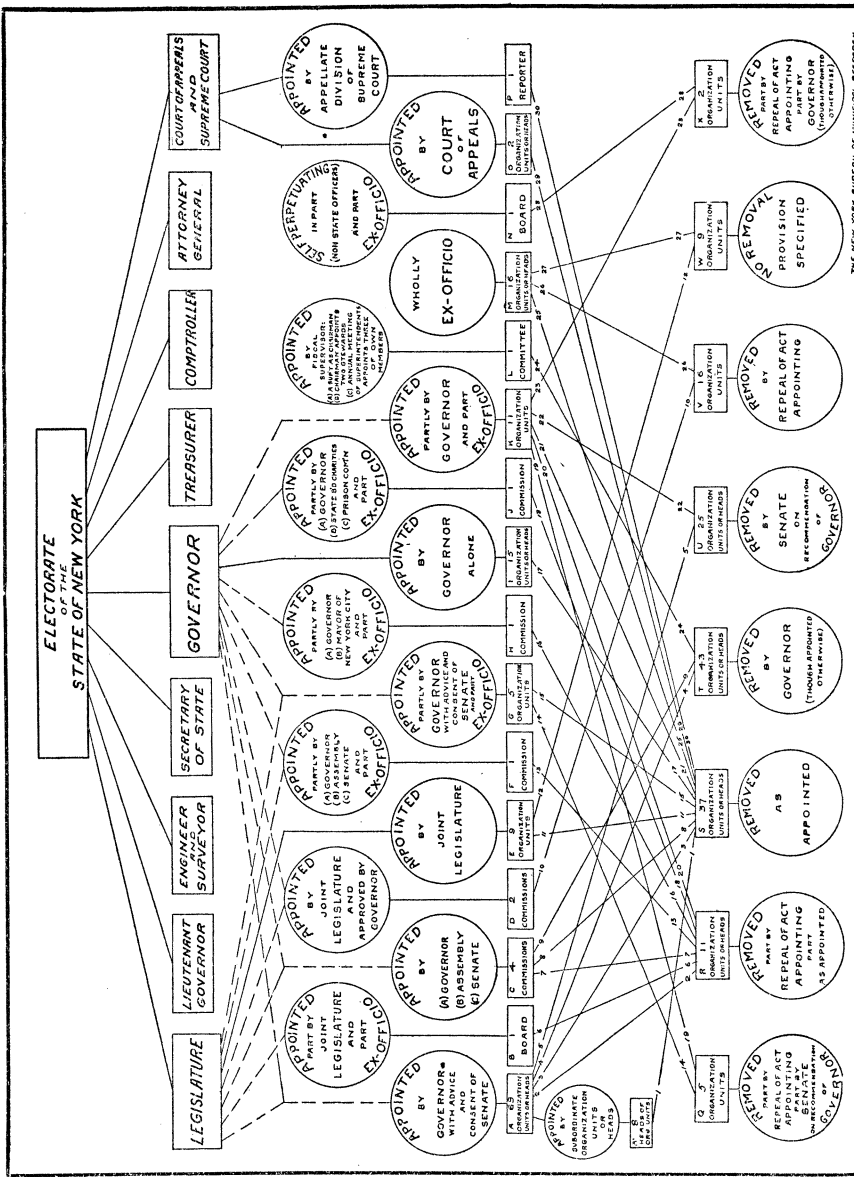
- 1—Bd. Regents (Ed. Dept.)

XXI

- 1—Am. Scenic and Hist. Preserv. Soc.
- 2—N. Y. State Hist. Asso.
- 3—German-American Alliance
- 4—Comm. D. A. R. N. Y. State
- 5—Mahewenawashig Chapter D. A. R.
- 6—Mt. McGregor Memorial Asso.
- 7—Johnstown Hist. Soc.
- 8—Custodian Saratoga Monument



### CHART III



KEY TO CHART III.—SHOWING LACK OF CORRESPONDENCE BETWEEN APPOINTMENT AND REMOVAL. THE HEAVY FACED NUMBERS REFER TO LINES ON CHART ABOVE.

APPTD. BY SUB. ORG. UNITS OR HEADS

- 1-Removed as appointed
- 1-Sing Sing Prison
  - 2-Auburn Prison
  - 3-Clinton Prison
  - 4-Great Meadow Prison
  - 5-State Farm Women (Valatie)
  - 6-Dannemora State Hosp. Insane Conv.
  - 7-Matteawan State Hosp. Insane Crim.
  - 8-Dir. Psychiatric Inst.

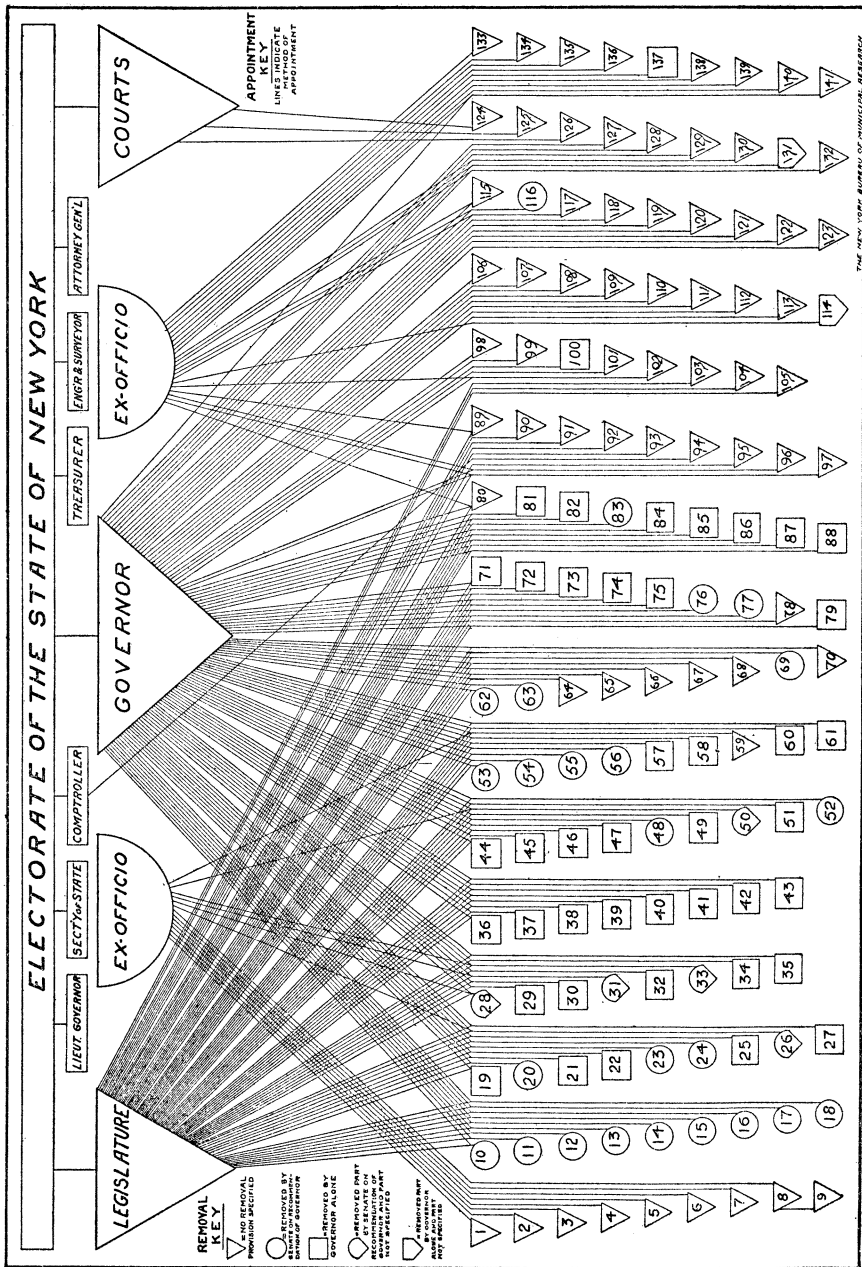
APPTD. GOV. W. ADV. & CONS. SEN.

- 2-Removed p't by r'p'l act apptg. p't as apptd.  
 1-Dept. Efficiency and Economy  
 2-Banking Dept.  
 3-Insurance Dept.  
 4-Dept. Excise.  
 5-State Dept. Health  
 6-Health Officer Port of N. Y.  
 7-Dept. Labor  
 8-Dept. State Fire Marshal

- 9—Dept. Agriculture
- 10—Dept. Architecture
- 11—Saratoga Springs State Reserv. Commn.
- 12—Watkins Glen Reserv. Commn.
- 13—Palisades Interstate Pk. Commn.
- 14—Commn. Prom. Uniformity Legis. U. S.
- 15—State Civil Service Commn.
- 16—Commn. State Reserv. (Niagara)
- 17—Newtown Battledien Commn.
- 18—State Hosp. Commn.
- 19—Bd. Claims
- 20—Bd. Tax Commissioners
- 21—Bd. Mgrs. Reformatory (Elmira)
- 22—Bd. Mgrs. East N. Y. Reform. (Napanoch)
- 23—Bd. Mgrs. Agr. and Industr. Sch. (Industry)
- 24—Bd. Mgrs. Sch. Blind (Batavia)
- 25—Bd. Trust. Washington Hdqtrs. (Newburgh)
- 3—Removed as appointed**
  - 1—Prison Dept.
  - 2—Dept. Public Works
  - 3—Dept. Highways
  - 4—Fire Island State Park Commn.
  - 5—Public Service Commn. (1st Dist.)
  - 6—Public Service Commn. (2d Dist.)
  - 7—State Commn. Prisons
  - 8—Conservation Dept. (Commn.)
  - 9—State Bd. Port Wardens
  - 10—State Bd. Public Charities
  - 11—Bd. Mgrs. West. Home Refuge Women (Albion)
  - 12—Bd. Mgrs. Reform. Women (Bedford)
  - 13—Bd. Mgrs. Train. Sch. Girls (Hudson)
  - 14—Bd. Mgrs. Indust. Farm Colony (Green Haven)
  - 15—Bd. Mgrs. Train. School Boys (York't'n H'ghts)
  - 16—Bd. Mgrs. Reform. Misdemeanants
  - 17—Bd. Mgrs. Rome Cust. Asy.
  - 18—Bd. Mgrs. Cust. Asy. F'b'l'm'd Women (Newark)
  - 19—Bd. Mgrs. Letchworth Village (Thiells)
  - 20—Bd. Mgrs. Inst. F'b'l'm'd Children
  - 21—Bd. Mgrs. Craig Colony Epileptics (Soneya)
  - 22—Bd. Mgrs. Hosp. Care Crippled Children
  - 23—Bd. Mgrs. Hosp. Trust. Incip. Tuberc.
  - 24—Bd. Mgrs. Women's Relief Corps Home (Oxford)
  - 25—Bd. Mgrs. Thomas Indian Sch. (Iroquois)
  - 26—Bd. Mgrs. Utica State Hosp.
  - 27—Bd. Mgrs. Willard State Hosp.
  - 28—Bd. Mgrs. Hudson River State Hosp.
  - 29—Bd. Mgrs. Middletown Homeo. State Hosp.
  - 30—Bd. Mgrs. Buffalo State Hosp.
  - 31—Bd. Mgrs. Binghamton State Hosp.
  - 32—Bd. Mgrs. St. Lawrence State Hosp.
  - 33—Bd. Mgrs. Rochester State Hosp.
  - 34—Bd. Mgrs. Gowanda State Homeo. Hosp.
  - 35—Bd. Mgrs. Mohansie State Hosp.
  - 36—Bd. Mgrs. Long Island State Hosp.
  - 37—Bd. Mgrs. Kings Park State Hosp.
  - 38—Bd. Mgrs. Manhattan State Hosp.
  - 39—Bd. Mgrs. Central Islip State Hosp.
  - 40—State Supt. Elections
  - 41—Fiscal Supervisor State Char.
- 4—Rmvd. gov. (tho. apptd. otherwise)**
  - 1—Militia (Maj. Gen.)
  - 2—Bd. Trust. State Agr. Exp. Sta. (L. I.)
- 5—Rmvd. sen. rec. gov.**
  - 1—Bronx Parkway Commn.
  - 2—State Supt. Weights and Meas.
- APPTD. P'T JOINT LEGIS., P'T EX-OFF.**
- 6—Rmvd. p't r'p'l act apptg. p't as apptd.**
  - 1—Bd. Trust. Inst. Study Malig. Dis.
- APPTD. GOV., ASSEMB., SEN.**
- 7—Rmvd. p't by r'p'l act apptg. p't as apptd.**
  - 1—Commn. Invest. Housing Cond. Cities 2d Cl.
- 8—Removed as appointed**
  - 1—N. Y. State Facotory Investigating Commn.
- 9—Rmvd. gov. alone (tho. apptd. otherwise)**
  - 1—Panama-Pacific Exp. Commn.
  - 2—Treaty Ghent Commn.
- APPTD. JOINT LEGIS. APPR. GOV.**
- 10—Rmvd. r'p'l act apptg.**
  - 1—Curtis Monument Commn.
  - 2—Irish Brigades Monument Commn.
- APPTD. JOINT LEGIS.**
- 11—Removed as appointed**
  - 1—Bd. Statutory Consolidation
- 12—No removal provision specified**
  - 1—Am. Scenic and Hist. Preserv. Soc.
  - 2—N. Y. State Hist. Asso.
  - 3—German-American Alliance
  - 4—Commn. D. A. R., N. Y. State
  - 5—Mahewenaswasigh Chap. D. A. R.
  - 6—Mt. McGregor Memorial Asso.
  - 7—Johnstown Hist. Soc.
  - 8—Bd. Regents (Ed. Dept.)

- APPTD. P'T GOV., ASSEMB., SEN., P'T EX-OFF.**
- 13—Rmvd. p't by r'p'l act apptg. p't as apptd.**
  - 1—Perry Victory Centennial Commn.
- APPTD. P'T GOV. ADV. CONS. SEN. P'T EX-OFF.**
- 14—Rmvd. p't by r'p'l act apptg. p't by sen. on rec. gov.**
  - 1—Bd. Trust. State Sch. Agr. (Morrisville)
  - 2—Bd. Control State Sch. Agr. and Dom. Sci. (Delhi)
  - 3—Bd. Parole State Prisons
  - 4—Bd. Trust. Soldiers and Sailors Home (Bath)
- 15—Removed as appointed**
  - 1—Workmen's Compensation Commn.
- APPTD. P'T GOV., MAYOR N. Y., P'T EX-OFF.**
- 16—Rmvd. p't r'p'l act apptg. p't as apptd.**
  - 1—N. Y. Bridge and Tunnel Commn.
- APPTD. GOV. ALONE**
- 17—Removed as appointed**
  - 1—Voting Machine Commn.
  - 2—State Racing Commn.
  - 3—N. Y. State Athletic Commn.
  - 4—Commn. for Blind
  - 5—Commn. Invest. Prov. Mentally Def.
  - 6—Ketchum Memorial Commn.
  - 7—Commissioner Index Session Laws
  - 8—Commn. Fed. Legis. Alien Insane
  - 9—Commn. Invest. Port Conditions N. Y. Harbor
  - 10—Bd. Embalming Examiners
  - 11—Bd. Exam. F'b'l'm'd Criminal, Other Def.
  - 12—Bd. Trust. (Schuyler Mansion)
  - 13—Miscellaneous Reporter
  - 14—Habor Masters
  - 15—Spl. Exam. and Appraiser Canal Lands
- APPTD. P'T BY GOV., STATE B'D CHAR., PRIS. COMM. P'T EX-OFF.**
- 18—Rmvd. p't r'p'l act apptg. p't as apptd.**
  - 1—State Probation Commn.
- APPTD. P'T GOV., P'T EX-OFF.**
- 19—Rmvd. p't r'p'l act apptg. p't sen. rec. gov.**
  - 1—Bd. Trust. State Coll. Forestry (Syracuse)
- 20—Rmvd. p't r'p'l act apptg. p't as apptd.**
  - 1—Bd. Gov. State Nautical School
- 21—Removed as appointed**
  - 1—N. Y. State Fair Commn.
- 22—Rmvd. sen. rec. gov.**
  - 1—Adv. Bd. Promotion Agr.
  - 2—Bd. Trust. Schoharie State Sch. Agr.
  - 3—State Bd. Geographic Names
  - 4—N. Y. Mon. Commn. Gettysburg Chatt., Antietam
- 23—Rmvd. p't r'p'l act apptg. p't gov. (tho. apptd. otherwise)**
  - 1—Bd. Trust. State Sch. Agr. (L. I.)
  - 2—Const. Conv. Commn.
  - 3—Commn. Revise and Codify Tax Laws
  - 4—25th N. Y. Vol. Cav. Monument Commn.
- APPTD. FISC. SUPVR.: SUPT. AS CH'RM'N. CH'RM'N. APPTS. 2 STWRDS. ANN. MEET. SUPTS. APPTS. 3 OWN M'B'RS.**
- 24—Rmvd. gov. (tho. apptd. otherwise)**
  - 1—Joint Pur. Comm. Charitable Inst.
- WHOLLY EX-OFFICIO**
- 25—Removed as appointed**
  - 1—Bd. Estimate
  - 2—State Printing Bd.
  - 3—State Bd. Canvassers
  - 4—State Bd. Equalization
  - 5—State Bd. Classification
  - 6—Bd. Retirement State Hosp. Employees
  - 7—Canal Bd.
  - 8—Trust. Public Bldgs. (Bd.)
  - 9—Salary Classification Commn.
  - 10—Building Improvement Commn.
  - 11—Commn. Sites, Grounds, Bldgs.
  - 12—Commissioners Canal Fund
  - 13—Commissioners Land Office
  - 14—Battleship "New York" Silver Service Commn.
- 26—Rmvd. repeal act apptg.**
  - 1—Dept. Public Bldgs. (Supt.)
- 27—No rmvl. prov. specified**
  - 1—Custodian Saratoga Monument
- SELF-PERPET. P'T (NON-STATE OFF.) P'T EX-OFF.**
- 28—Rmvd. p't r'p'l act apptg. p't gov. (tho. apptd. otherwise)**
  - 1—Bd. Mgrs. Soc. Ref. Juv. Del. N. Y. C. (Randall's Is.)
- APPOINTED COURT APPEALS**
- 29—Removed as appointed**
  - 1—State Bd. Law Examiners
  - 2—State Reporter
- APPTD. APPELLATE DIV. SUPREME COURT**
- 30—Removed as appointed**
  - 1—Supreme Court Reporter

ELECTORATE OF THE STATE OF NEW YORK



**KEY TO CHART IV.—SHOWING METHODS OF APPOINTMENT AND REMOVAL REGROUPED TO  
SHOW INTERMINGLING OF RESPONSIBILITY. KEY TO SYMBOLS AND LINES APPEARS  
ON CHART PAGE 28. NUMBERS REFER TO SAME CHART.**

- 1—Bd. Estimate
- 2—State Printing Bd.
- 3—State Bd. Canvassers
- 4—State Bd. Equalization
- 5—State Bd. Classification
- 6—Bd. Retirement State Hosp. Employees
- 7—Canal Bd.
- 8—Trust. Public Blds.
- 9—Dept. Public Bldgs.
- 10—Dept. Efficiency and Economy
- 11—Banking Dept.
- 12—Insurance Dept.
- 13—Dept. Excise
- 14—State Dept. Health
- 15—Health Officer Port N. Y.
- 16—Dept. Labor
- 17—Dept. State Fire Marshal
- 18—Dept. Agr.
- 19—Prison Dept.
- 20—Dept. Architecture
- 21—Dept. Public Works
- 22—Dept. Highways
- 23—Bd. Claims
- 24—Bd. Tax Commn.
- 25—State Bd. Port Wardens
- 26—Bd. Trust State Sch. Agr. (Morrisville)
- 27—State Bd. Public Char.
- 28—Bd. Cont. State Sch. Agr. Dom. Sc. (Delhi)
- 29—Bd. Mgrs. Cust. Asy. F'b'l'm'd Women (Newark)
- 30—Bd. Mgrs. Letchworth Village (Thiels)
- 31—Bd. Trust. Soldiers & Sailors Home (Bath)
- 32—Bd. Trust. Women's Relief Corps Home Oxford
- 33—Bd. Parole State Prisons
- 34—Bd. Mgrs. Utica State Hosp.
- 35—Bd. Mgrs. Willard State Hosp.
- 36—Bd. Mgrs. Hudson River State Hosp.
- 37—Bd. Mgrs. Middletown State Homeo. Hosp.
- 38—Bd. Mgrs. Buffalo State Hosp.
- 39—Bd. Mgrs. Binghamton State Hosp.
- 40—Bd. Mgrs. St. Lawrence State Hosp.
- 41—Bd. Mgrs. Rochester State Hosp.
- 42—Bd. Mgrs. Gowanda State Homeo. Hosp.
- 43—Bd. Mgrs. Mohansic State Hosp.
- 44—Bd. Mgrs. Kings Park State Hosp.
- 45—Bd. Mgrs. Long Island State Hosp.
- 46—Bd. Mgrs. Manhattan State Hosp.
- 47—Bd. Mgrs. Central Islip State Hosp.
- 48—Bd. Trust. Washington Hdqtrts. (Newburgh)
- 49—Commn. Invest. Housing Cond. Cities 2d Cl.
- 50—State Fair Commn.
- 51—Commn. Fire Island State Pk.
- 52—Commn. Saratoga Springs State Reserv.
- 53—State Hosp. Commn.
- 54—Commn. Watkins Glen Reserv.
- 55—Commn. Palisades Interstate Pk.
- 56—State Civil Serv. Commn.
- 57—Pub. Serv. Commn. (1st Dist.)
- 58—Pub. Serv. Commn. (2d Dist.)
- 59—Workmen's Compensation Commn.
- 60—Conserv. Commn.
- 61—State Commn. Prisons
- 62—Newton Battlefield Commn.
- 63—Commn. State Reserv. (Niagara)
- 64—Perry Victory Centennial Commn.
- 65—Panama-Pacific Exp. Commn.
- 66—Treaty Ghent Commn.
- 67—Curtis Monument Commn.
- 68—Irish Brigades Monument Commn.
- 69—Commn. Prom. Unif. Legis. U. S.
- 70—State Supt. Wgts. and Meas.
- 71—Bd. Mgrs. Train. Sch. Boys (Yorktown Hgts.)
- 72—Bd. Mgrs. Indust. Farm Colony (Green Haven)
- 73—Bd. Mgrs. Train. Sch. Girls (Hudson)
- 74—Bd. Mgrs. Reform. Women (Bedford)
- 75—Bd. Mgrs. West. Home Relief Women (Albion)
- 76—Bd. Mgrs. Agr. Indust. Sch. (Industry)
- 77—Bd. Mgrs. East N. Y. Reform. (Napanoch)
- 78—Bd. Mgrs. Reform. (Elmira)
- 79—Dir. Psychiatric Inst.
- 80—Fiscal Supervisor State Char.
- 81—Const. Conv. Commn.
- 82—Bd. Mgrs. Thomas Indian Sch. (Iroquois)
- 83—Bd. Mgrs. Hosp. Trtmt. Incip. Tuberc.
- 84—Bd. Mgrs. School Blind (Batavia)
- 85—Bd. Mgrs. Hosp. Care Crippled Children
- 86—Bd. Mgrs. Craig Colony Epileptics (Sonyea)
- 87—Bd. Mgrs. Inst. F'b'l'm'd Children
- 88—Bd. Mgrs. Rome Cust. Asy.
- 89—Bd. Mgrs. Reform. Misdemeanants
- 90—Johnstown Memorial Soc.
- 91—Mt. McGregor Memorial Asso.
- 92—Mawenawasigh Chap. D. A. R.
- 93—Commn. D. A. R. N. Y. State.
- 94—German-American Alliance
- 95—Saratoga Monument
- 96—Am. Scenic & Hist. Preserv. Soc.
- 97—N. Y. Bridge & Tunnel Commn.
- 98—Battleship *New York* Silver Serv. Commn.
- 99—Commissioner Index Session Laws
- 100—Bd. Trust. State Agr. Exp. Sta. (L. I.)
- 101—State Supt. Elections
- 102—Bronx Parkway Commn.
- 103—N. Y. State Factory Invest. Commn.
- 104—Bd. Trust. Inst. Study Malig. Dis.
- 105—Bd. Regents (Ed. Dept.)
- 106—Bd. Statutory Consol.
- 107—Ketchum Memorial Commn.
- 108—Commn. Invest. Prov. Mentally Def.
- 109—Commn. for Blind
- 110—N. Y. State Athletic Commn.
- 111—State Racing Commn.
- 112—Voting Machine Commn.
- 113—Commn. Invest. Port Cond. N. Y. Harbor
- 114—Commn. Fed. Legis. Alien Insane
- 115—Bd. Mgrs. Soc. Reform. Juv. Del. N. Y. C. (Randall's Is.)
- 116—Advis. Bd. Prom. Agt.
- 117—Bd. Trust. State Coll. Forestry (Syracuse)
- 118—Bd. Trust. State Sch. Agr. (L. I.)
- 119—Bd. Trust. Schuyler Mansion
- 120—Bd. Exam. F'b'l'm'd Criminals, Other Def.
- 121—Bd. Embalming Examiners
- 122—Sp. Exam. & Appraiser Canal Lands
- 123—Harbor Masters
- 124—Minse. Reporter
- 125—State Bd. Law Examiners
- 126—State Reporter
- 127—Supreme Court Reporter
- 128—25th N. Y. Vol. Cav. Mon. Comm.
- 129—N. Y. Mon. Commn. Gettysburg Chatt., Antietam
- 130—Commn. Revise and Codify Tax Laws
- 131—State Bd. Geographic Names
- 132—Bd. Gov. State Nautical Sch.
- 133—Bd. Trust. Schoharie State Sch. Agr.
- 134—N. Y. State Hist. Asso.
- 135—Salary Classification Commn.
- 136—Commissioners Land Office
- 137—Commissioners Canal Fund
- 138—Joint Pur. Comm. Char. Inst.
- 139—Commn. Sites, Grounds, Bldgs.
- 140—Bldg. Improvement Commn.
- 141—Militia (Maj. Gen.)
- 142—State Probation Commn.

# CHART V

Showing the importance of the governor's position in the administration by a comparison of the salaries and length of term of a few of the 150 units.—Prepared by Miss H. S. Lowitt

